

## Message Text

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ACTION IO-13

INFO OCT-01 ISO-00 CIAE-00 CU-04 INR-07 NSAE-00  
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UNCLAS SECTION 01 OF 06 PARIS 13026

NESCO/AIDAC

E.O. 11652: N/A  
TAGS: OCON, UNESCO, EAID  
SUBJECT: UNESCO 102ND EXECUTIVE BOARD, SPECIAL COMMIT-  
TEE, ITEM 3.3.2, JOINT INSPECTION UNIT  
REPORT ON COUNTRY PROGRAMMING.

REFERENCE: PARIS 12523

1. INCLUDE AID/PPC/IA/UN IN DISTRIBUTION.
2. FOLLOWING IS TEXT OF STATEMENT BY LOUIS SLEEPER,  
ATTACHE FOR DEVELOPMENT AFFAIRS, US PERMDEL IN SPECIAL  
COMMITTEE OF 102 EXECUTIVE BOARD OF UNESCO  
ON THE JOINT INSPECTION UNIT REPORT ON COUNTRY PROGRAM-  
MING.  
QUOTE. I BEG INDULGENCY FROM MY COLLEAGUES FOR THE  
LENGTH OF MY PRESENTATION. HOWEVER, THIS MORNING MR'  
FOBES AND MR. BAHR STRESSED THE IMPORTANCE OF HAVING  
MEMBERS' VIEWS ON THIS TOPIC NOW SINCE THE DIRECTOR GE-  
NERAL WILL BE MAKING RECOMMENDATIONS TO THE UNDP GO-  
VERNING COUNCIL IN JUNE.

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I WILL PREFACE MY COMMENTS AS DID AMBASSADOR PETERSEN,  
AMBASSADOR VAN USSEL AND OTHERS, BY NOTING  
THE PRELIMINARY NATURE OF MY COMMENTS.

THE TOPIC IS IMPORTANT, PERHAPS THE MOST IMPORTANT  
TOPIC TO COME BEFORE THIS SESSION OF THE EXECUTIVE  
BOARD, AND PERHAPS AMONG THE MOST IMPORTANT STUDIES

UNDERTAKEN BY THE JOINT INSPECTION UNIT.

THE TIMING IS IMPORTANT. WE ARE NEAR THE END OF THE FIRST CYCLE OF COUNTRY PROGRAMMING. WE ARE NEAR THE BEGINNING OF THE SECOND CYCLE. THE UNDP, OTHER UN AGENCIES, AND MEMBER STATES ARE CONSIDERING THE ROLE AND FUTURE OF UNDP AND OF COUNTRY PROGRAMMING AND WILL BE MAKING DECISIONS AT THE UNDP GOVERNING COUNCIL IN JUNE AND IN OTHER FORA DURING THE COMING MONTHS.

AS EXPRESSED MUCH BETTER THAN I CAN, BY MADAM ALDALBALIM AND OTHERS, AN UNDERLYING THEME OR PRINCIPLE UNDERLYING ALL MY REMARKS ARE THAT IT IS COUNTRY EFFORTS THEMSELVES -- COUNTRY NEEDS, COUNTRY PRIORITIES AND COUNTRY VIEWS -- WHICH MUST BE THE CORNERSTONE FOR COUNTRY PROGRAMMING. THE WHOLE THRUST OF COUNTRY PROGRAMMING WAS TO PLACE COUNTRY NEEDS FOREMOST OVER THE INTERESTS OF THE SPECIALIZED AGENCIES. THIS WAS A CHANGE IN THE SITUATION THAT EXISTED BEFORE THE CONSENSUS OF 1970, WHEN THE VARIOUS SPECIALIZED AGENCIES WERE MORE OR LESS ASSIGNED THE TECHNICAL ASSISTANCE FUNDS AND PROMOTED AND SOLD THEIR IDEAS AND WISHES TO COUNTRIES.

WE CAN LEARN FROM PAST EXPERIENCE, AS THE INSPECTORS HAVE DONE IN THEIR REPORT, AND SEEK TO MAKE BETTER DECISIONS IN THE FUTURE.

AMBASSADOR PETERSEN THIS MORNING NOTED THAT MUCH OF UNCLASSIFIED

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WHAT THE INSPECTORS DESCRIBED WERE SYMPTOMS, AND THAT WE HAD TO GO DEEPER AND FIND CURES TO THE PROBLEMS THAT LED TO THOSE SYMPTOMS.

SUCH CURES, IN MY VIEW, SHOULD BE ADDRESSED TO THREE DIFFERENT AREAS:

- (1) TO IMPROVE THE INTERNAL WORKINGS OF UNDP,
- (2) TO IMPROVE RELATIONSHIPS BETWEEN UNDP AND UNESCO,
- (3) TO IMPROVE THE INTERNAL WORKINGS OF UNESCO.

I MAKE THIS DISTINCTION, AND MOST OF MY REMARKS WILL BE ADDRESSED TO THE THIRD AREA OF IMPROVING UNESCO ITSELF, BECAUSE MANY TIMES THE SECRETARIAT AND WE ON UNESCO'S BOARD TEND TO FOCUS ON HOW OTHER ORGANIZATIONS NEED TO CHANGE AND IMPROVE. HOWEVER, WE OFTEN OVERLOOK THE NEED FOR UNESCO ITSELF TO CHANGE AND IMPROVE. IT IS EASIER TO PUT BLAME ON THE OUTSIDE THAN TO LOOK INSIDE

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AND SEE WHERE WE OURSELVES MAY HAVE GONE WRONG.

IT GOES WITHOUT SAYING THAT UNESCO HAS MADE MANY IM-  
PORTANT AND VALUABLE CONTRIBUTIONS TO COUNTRY PROGRAMS  
AND TO PROJECTS FINANCED BY UNDP. THERE ARE GOOD  
PEOPLE AT WORK AT HEADQUARTERS AND IN THE FIELD  
ON MANY GOOD PROJECTS.

BUT RATHER THAN PAT OURSELVES ON THE BACK FOR ALL THE  
GOOD AND VALUABLE EFFORTS THAT HAVE BEEN MADE, IT MIGHT  
BE MORE USEFUL NOW TO TAKE THE KIND OF CRITICAL VIEW  
THAT THE INSPECTORS DID.

THUS, MY COMMENTS MAY BE FOCUSED MAINLY ON DIFFICULTIES  
AND SHORTCOMINGS. HOWEVER, I FEEL THAT THIS MAY HELP  
US TO FIND WAYS TO ELIMINATE SUCH DIF-  
FICULTIES IN THE FUTURE.

HOWEVER, THIS CRITICAL LOOK DOES NOT MEAN TO DENY THE  
OUTSTANDING WORK THAT UNESCO HAS DONE IN MANY AREAS.

IN READING THIS VERY INTERESTING AND COMPREHENSIVE  
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REPORT BY THE JIU I WAS REMINDED AT MANY POINTS OF MY OWN EXPERIENCES AND OBSERVATIONS IN VISITING UNESCO FIELD PROJECTS.

I HAVE NOW HAD THE PRIVILEGE OF VISITING 21 COUNTRIES IN ASIA, AFRICA AND LATIN AMERICA, TO LOOK AT UNESCO'S FIELD ACTIVITIES.

DURING THESE TRIPS I HAVE ALSO HAD THE OPPORTUNITY TO VISIT THREE OF UNESCO'S REGIONAL OFFICES. I HAVE BEEN ABLE TO MAKE SOME COMPARATIVE ANALYSES OF UNESCO'S APPROACHES WITH THOSE OF OTHER UN ORGANIZATIONS. I HAVE ALSO BEEN ABLE TO COMPARE UNESCO PROJECTS BETWEEN VARIOUS COUNTRIES AND REGIONS ALSO BETWEEN VARIOUS SECTORS OF UNESCO. I HAVE ALSO BEEN ABLE TO COMPARE VARIOUS TYPES OF UNESCO PROJECTS SUCH AS THOSE CARRIED OUT FOR UNDP, FOR THE WORLD BANK, FOR UNICEF, FOR FUNDS IN-TRUST AND OTHERS.

THIS COMPARATIVE VIEW IS USEFUL BECAUSE THIS GIVES ME A DIFFERENT PERSPECTIVE THAN IF ONE JUST LOOKS AT UNESCO EFFORTS FINANCED BY UNDP

FOR EXAMPLE, A MAJOR PROBLEM IDENTIFIED BY THE INSPECTORS AND BY THE SECRETARIAT WAS THE MARGINAL UTILIZATION OF UNESCO SECTOR STUDIES AND BACKGROUND PAPERS FOR THE UNDP COUNTRY PROGRAM.

HOWEVER, I HAVE SEEN EXAMPLES OF WHERE SECTOR STUDIES WERE VERY MUCH USED, BOTH BY COUNTRY AND INTERNATIONAL OFFICIALS. SOME CAME FROM OTHER AGENCIES. HOWEVER, WE HAVE AN EXAMPLE WITHIN UNESCO ITSELF WHERE GOOD SECTOR STUDIES ARE PRODUCED AND ARE SOUGHT AFTER BY COUNTRIES AND DONORS.

I REFER TO THE OUTSTANDING WORK DONE BY THE UNESCO - UNCLASSIFIED

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WORLD BANK GROUP OF THE DIVISION OF EDUCATION FINANCE. THESE ARE GOOD, FACTUAL AND ANALYTICAL STUDIES. THEY ARE USED BY THE COUNTRIES TO SHAPE PROJECTS. THEY ARE USED BY THE WORLD BANK TO SHAPE LOAN PROGRAMS.

I WOULD SUGGEST RATHER THAN LOOK TO THE OUTSIDE TO ASK WHAT IT IS UNDP IS DOING WRONG BECAUSE IT IS NOT MAKING USE OF UNESCO SECTOR STUDIES, WE SHOULD BE LOOKING INWARD AND ASKING WHY ARE THE SECTOR STUDIES PRODUCED BY UNESCO FOR THE WORLD BANK SO GOOD, AND WHY

ARE THOSE PRODUCED BY UNESCO FOR THE UNDP SO BAD?

BUT TO RETURN TO MY OWN OBSERVATION TRIPS, MANY OF  
THE THINGS I HAVE SEEN, AND CONCLUSIONS THAT I HAVE  
DRAWN ARE SIMILAR TO THOSE DESCRIBED BY THE INSPECTORS.

IN PARAGRAPH 13 OF THE JIU REPORT, FOR EXAMPLE MY OWN  
OBSERVATION LEADS ME TO AGREE WITH THE FOUR POINTS  
MADE BY THE INSPECTORS IN DESCRIBING THE POSITIVE RE-  
SULTS OF THE FIRST CYCLE OF COUNTRY PROGRAMMING. THE  
FIRST POSITIVE FACTOR NOTED BY THE INSPECTORS WAS

(1) EMPHASIZING FIRST THE  
PREPONDERANT ROLE OF THE GOVERNMENT, AND SECOND THE  
NEED TO STRENGTHEN THE UNDP RESIDENT REPRESENTATIVE

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FUNCTION FOR COORDINATING THE WORK OF THE UN AGENCIES,  
AND TO STRENGTHEN THE RES REP LEADERSHIP IN THE  
PLANNING AND IMPLEMENTATION OF THE COUNTRY PROGRAMS.

I HAVE FOUND THE UN RES REPS AND THEIR STAFFS TO KNOW  
MORE ABOUT LOCAL SITUATIONS AND TO HAVE  
BETTER COMMUNICATION WITH LOCAL OFFICIALS THAN ANYONE  
CAN IN PARIS OR GENEVA OR NEW YORK.

THE SECOND POSITIVE FACTOR NOTED BY THE INSPECTORS:  
(2) COUNTRY PROGRAMMING ALSO SHOWED THE IMPORTANCE AND

BENEFITS OF DECENTRALIZATION -- I HAVE FOUND THAT THE BEST PROJECTS AND PROGRAMS TEND TO BE FOUND IN THE AGENCIES THAT ARE MOST DECENTRALIZED. SOME OF THE DIFFICULT OR POOR PROJECTS WERE IN HIGHLY CENTRALIZED AGENCIES. I HAVE FOUND THE LOCAL UNDP AND THE LOCAL STAFF OF OTHER AGENCIES SUCH AS UNICEF, WHO, ILO AND GENERALLY FAO ARE EMPOWERED TO MAKE DECISIONS ON THE SPOT. GOOD PROJECTS ARE SUPPORTED. BAD PROJECTS ARE CHANGED. HOWEVER, I HAVE NOTED THAT UNESCO IS ONE OF THE MOST CENTRALIZED AGENCIES. ALMOST ALL PROJECT DECISIONS AT THE PLANNING AS WELL AS AT THE EXECUTION STAGE STILL HAVE TO COME BACK TO PARIS RATHER THAN BEING DECIDED IN THE COUNTRY OR IN THE REGIONAL OFFICE.

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CUTTING STAGE STILL HAVE TO COME BACK TO PARIS RATHER THAN BEING DECIDED IN THE COUNTRY OR IN THE REGIONAL OFFICE.

THE THIRD POSITIVE FACTOR NOTED BY THE INSPECTORS WAS THAT :

(3) IT DIMINISHED BUT DID NOT COMPLETELY ELIMINATE THE "SELLING" OF PROJECTS TO GOVERNMENTS BY UNITED NATIONS AGENCIES.

I HAVE DETECTED SOME VESTIGES OF THIS STILL EXISTING, ALTHOUGH MUCH LESS THAN BEFORE COUNTRY PROGRAMMING. THE FOURTH POSITIVE FACTOR THE INSPECTORS FELT WAS PERHAPS THE MOST IMPORTANT:

(4) THE COUNTRY PROGRAM PROVIDED A STRUCTURE AND MECHANISM FOR COORDINATION AND COOPERATION AT THE COUNTRY LEVEL.

IN PARAGRAPH 14, THE INSPECTORS NOTED SEVERAL SHORTCOMINGS OF THE FIRST CYCLE OF COUNTRY PROGRAMMING -- FOR EXAMPLE, THE FIRST LISTED IS AN INSUFFICIENT PRIOR ECONOMIC ANALYSES AND THE SUPERFICIAL CHARACTER OF MOST SECTOR STUDIES AND BACKGROUND PAPERS PRODUCED BY THE SPECIALIZED AGENCIES.

I HAVE TALKED TO COUNTRY PLANNING OFFICIALS AND TO UNDP STAFFS, AND I HAVE EXAMINED MYSELF A NUMBER OF UNESCO'S BACKGROUND PAPERS AND SECTOR STUDIES.

A FEW OF THEM WERE OF GOOD QUALITY, BUT THE MAJORITY WERE PERHAPS RIGHTLY RELEGATED BY THE COUNTRY PLANNING OFFICIALS AND THE UNDP TO THE FILES, OR TO THE LIBRARY. THEY WERE OFTEN BASED ON OUT OF DATE OR INACCURATE DATA WHICH HAPPENED TO BE AVAILABLE IN PARIS. THEY OFTEN DID NOT TAKE INTO ACCOUNT THE COUNTRIES' PRIORITIES, NEEDS AND DEVELOPMENT PLANS.

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IN PARAGRAPH 4 OF PART I, THE SECRETARIAT SAYS IT IS NOT SURE THAT PARIS SUGGESTIONS ARE BROUGHT TO THE ATTENTION OF THE GOVERNMENT BY THE UNDP.

IN MY VISITS, I HAVE FOUND THAT THE UNESCO SUGGESTIONS ARE GENERALLY TRANSMITTED TO THE GOVERNMENT. BUT THEN, VERY OFTEN THE GOVERNMENT AND UNDP TURN ELSEWHERE FOR MORE APPROPRIATE SUGGESTIONS.

WITH REGARD TO SECTOR STUDIES, AS I INDICATED EARLIER, WE CAN POINT WITH PRIDE TO ONE UNIT OF THE HOUSE WHICH HAS BEEN PROVIDING FIRST RATE SECTOR STUDIES. THESE ARE THE STUDIES PREPARED BY THE UNESCO WORLD BANK UNIT.

THE STUDIES ARE GOOD. THEY ARE USED BY COUNTRIES AND BY THE WORLD BANK. I WOULD SUGGEST THAT THE SECRETARIAT LOOK HARD AT WHY THE SECTOR STUDIES PRODUCED FOR USE BY UNESCO FOR THE WORLD BANK HAVE BEEN SO GOOD, AND WHY THOSE PRODUCED BY UNESCO FOR UNDP HAVE BEEN SO MARGINAL.

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NESCO/AIDAC

THE INSPECTORS IN VARIOUS SECTIONS SUCH AS  
PARAS 24, 42, 54 AND 55 OF THE JIU REPORT AND THE  
SECRETARIAT IN PARAGRAPHS 3 AND 4 OF PART I OF DOCU-  
MENT 102 EX/6 VERY RIGHTLY STRESS THE NEED AND  
IMPORTANCE FOR THE SPECIALIZED AGENCIES TO HAVE MORE  
SIGNIFICANT INPUTS INTO THE SECOND CYCLE OF COUNTRY  
PROGRAMMING.

I THINK THIS IS IMPORTANT. HOWEVER, I WOULD SUGGEST  
A DIFFERENT FOCUS THAN THAT ADVOCATED BY THE INSPEC-  
TORS, AND BY THE SECRETARIAT. THEIR PROPOSAL SEEMS  
TO BE THAT REGULATIONS SHOULD BE PUT INTO EFFECT  
THAT WOULD REQUIRE THE COUNTRIES AND THE UNDP TO  
TAKE INTO ACCOUNT THE VIEWS OF THE SPECIALIZED AGEN-  
CIES.

IN MY VISITS ON THREE CONTINENTS I HAVE NOTED THAT THE  
SPECIALIZED AGENCIES HAD AN IMPORTANT INPUT GENERALLY  
WHEN THREE CONDITIONS WERE MET.

ONE WAS THAT THE QUALITY OF THE INPUT OR PROPOSAL WAS  
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HIGH.

SECOND WAS THAT THE CONTENT OF THE PROPOSAL WAS RELE-  
VANT TO COUNTRY NEEDS AND PRIORITIES.

THIRD WAS THAT THE EXPERTS AND OFFICIALS OF THE SPECI-  
ALIZED AGENCY ON THE LOCAL SCENE COULD MAKE PROJECT DE-  
CISIONS ON THE SPOT -- IN OTHER WORDS THAT EFFECTIVE DE-  
CENTRALIZATION EXISTED.

THUS ONE APPROACH SUGGESTED BY THE INSPECTORS AND THE  
SECRETARIAT IS TO HAVE MORE RIGID PROCEDURES TO INSURE  
THAT SPECIALIZED AGENCY VIEWS ARE CONSIDERED IN THE  
COUNTRY PROGRAMMING PROVIDED. I WOULD SUGGEST INSTEAD  
THAT GREATER STRESS BE GIVEN INTERNALLY WITHIN EACH  
SPECIALIZED AGENCY TO IMPROVE THE QUALITY AND RELEVAN-  
CY AND EFFECTIVENESS OF ITS RESPONSE CAPABILITY AND OF  
ITS EXECUTION CAPACITY.

WE ALREADY HAVE EXAMPLES OF HIGH QUALITY WORK WITHIN THE  
HOUSE. FOR EXAMPLE THE WORLD BANK UNIT, AND THE UNICEF  
OPERATION AND THE FUNDS IN TRUST OPERATIONS. IN THESE  
UNITS HIGH QUALITY STAFFS ARE DOING  
OUTSTANDING WORK. THEY AND THEIR SUGGESTIONS ARE  
MUCH SOUGHT AFTER BY COUNTRIES AND BY EXTRA-BUDGETARY  
FUNDING SOURCES. THEY DON'T NEED SPECIAL OR NEW REGU-



LATIONS. ALL THEY NEED IS CONTINUED ATTENTION AND SUPPORT OF THEIR OUTSTANDING WORK.

A FEW COMMENTS ON FLEXIBILITY. THE INSPECTORS IN PARAGRAPHS 35 THROUGH 39, AND IN PARAGRAPH 46, AND THE SECRETARIAT IN PARAGRAPHS 9 AND 10 OF PART I OF THE DOCUMENT SEEM TO BE WORRIED ABOUT THE DEGREE OF FLEXIBILITY EXISTING AND ENVISAGED IN THE COUNTRY PROGRAMMING PROCESS.

MY OBSERVATIONS HAVE LED ME TO CONCLUDE THAT FLEXIBILITY IS A VIRTUE RATHER THAN A VICE.

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EACH COUNTRY IS DIFFERENT AND HAS ITS OWN CHARACTERISTICS. FLEXIBILITY ALLOWS SUCH DIFFERENCES TO BE RECOGNIZED TO BE ACCOMMODATED.

VERY OFTEN PROJECTS GO BADLY DURING THEIR EXECUTION. IT APPEARS BETTER TO ME TO LET FLEXIBILITY BE USED TO CHANGE A PROJECT DESIGN AND APPROACHES WHEN PROBLEMS ARISE, RATHER THAN DECIDING AFTER THE FACT THAT PROJECTS HAVE FAILED -- AFTER THE MONEY HAS ALL BEEN SPENT AND AFTER THE EXPERTS HAVE ALL GONE HOME.

IT SHOULD BE POSSIBLE TO CHANGE A PROJECT DESIGN RADICALLY, IF THE PROJECT IS BAD.

IT SHOULD BE POSSIBLE TO END THE SERVICES OF EXPERTS OR REGIONAL OFFICE STAFF OR HEADQUARTERS PEOPLE WHO ARE PERFORMING BADLY.

IT SHOULD BE POSSIBLE TO FIRE PEOPLE WHO ARE NOT DOING THEIR PROPER JOB.

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RATHER THAN MAKE THE PROCEDURES AND BUREAUCRACY ANY  
MORE RIGID, I THINK WE SHOULD WORK TOWARDS GREATER  
FLEXIBILITY AND EFFECTIVENESS.

IT SHOULD BE THE COUNTRY NEEDS AND COUNTRY BENEFITS  
WHICH SHOULD PREDOMINATE -- NOT RULES AND REGULATIONS  
THAT SERVE THE ENDS OF HEADQUARTERS STAFF.

I WOULD HOPE THAT FLEXIBILITY WOULD BE ENCOURAGED  
RATHER THAN BE DISCOURAGED. THIS SHOULD  
INCREASE THE RELEVANCY AND THE EFFECTIVENESS OF PROJECT  
EFFORTS.

I HAVE NOTED A CORRELATION BETWEEN GOOD PROJECTS AND  
FLEXIBILITY. THOSE AGENCIES WITH GREATER FLEXIBILITY  
OF PROCEDURES TEND TO HAVE A HIGHER PROPORTION OF GOOD  
PROJECTS AND A LOWER PROPORTION OF BAD PROJECTS.

A BRIEF COMMENT ON ISSUES OF COMPETITION AND POSSIBLY  
DISTRUST BETWEEN AGENCIES AND BETWEEN THE AGENCIES  
AND UNDP. THESE ARE NOTED BY THE INSPECTORS IN PARA-  
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GRAPHS 56 THROUGH 64, AND BY THE SECRETARIAT IN  
PARAGRAPHS 7 AND 8 IN PART I.

I WISH TO NOTE THAT I HAVE ALSO SEEN EXAMPLES OF THE  
COMPETITION AND MISTRUST DESCRIBED BY THE INSPECTORS  
IN MY VISITS TO SOME UNESCO FIELD ACTIVITIES.

I HAVE MENTIONED IN ANOTHER EXECUTIVE BOARD MEETING THE  
EXAMPLE IN ONE COUNTRY WHERE UNESCO AND ILO WERE EACH  
STRUGGLING TO BE GIVEN A MAJOR PROJECT IN HUMAN RESOURCE  
PLANNING. THEY QUICKLY RESOLVED THEIR DIFFERENCES, HOW-

EVER, WHEN THE COUNTRY AND THE UNDP DECIDED THEY WANTED THE WORLD BANK TO EXECUTE THE PROJECT. AT THAT POINT UNESCO AND ILO JOINED FORCES TO BRING PRESSURE IN THE COUNTRY AND AT HEADQUARTERS IN NEW YORK, WASHINGTON, PARIS AND GENEVA TO PREVENT THE WORLD BANK FROM EXECUTING THE PROJECT.

A COMPROMISE WAS FINALLY RESOLVED WHEN ILO PROVIDED THE PROJECT CHIEF AND UNESCO SOME CONSULTANTS.

I HAVE THE FOLLOWING OBSERVATIONS ON SOME OF THE SPECIFIC RECOMMENDATIONS MADE BY THE INSPECTORS:

NO. 1 - ON SECTORAL STUDIES.

IN THE PAST THE ONES BY UNESCO WERE OF MIXED QUALITY. THEY WOULD BE MORE USEFUL FOR ALL CONCERNED IF MORE ATTENTION WERE GIVEN TO THEIR QUALITY AND RELEVANCE TO EACH COUNTRY SITUATION. WE HAVE THE EXAMPLE OF THE UNESCO - WORLD BANK UNIT PRODUCING GOOD SECTORAL STUDIES WHICH ARE WIDELY USED.

NO. 3 - COLLABORATION BETWEEN UNDP AND SPECIALIZED AGENCIES.

THERE IS ROOM FOR IMPROVEMENT BOTH BY UNESCO AND BY UNDP TO IMPROVE COLLABORATION AND TRUST. AGENCY COMPETITION SHOULD DISAPPEAR AND THE COUNTRIES/NEEDS SHOULD BE PARAMOUNT RATHER THAN EACH AGENCY SEEKING TO EN-

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LARGE ITS ROLE AND ITS POWER.

NO. 4 - DECENTRALIZATION.

UNESCO HAS MOVED TOWARDS DECENTRALIZATION. HOWEVER, IT HAS FAR TO GO TO ACHIEVE EFFECTIVE DECENTRALIZATION. THE REGIONAL OFFICES STILL HAVE LITTLE OR NO

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NESCO/AIDAC

DECISION MAKING AUTHORITY FOR FIELD PROJECTS.THERE  
WAS APPARENTLY LITTLE INPUT FROM REGIONAL OFFICES TO  
THE 19/C.5. UNESCO EXPERTS IN FIELD PROJECTS HAVE  
TO SEND BACK TO PARIS FOR MOST DECISIONS AFFECTING THEIR  
PROJECTS. MY FIELD VISITS LEAD ME TO CON-  
CLUDE THAT UNESCO IS STILL ONE OF THE MOST CENTRALIZED  
OF THE SPECIALIZED AGENCIES.

NO. 6 - REPRESENTATIVES AT THE COUNTRY LEVEL.

UNESCO COULD HELP THIS SITUATION BY ASSIGNING  
ITS OWN FIELD EXPERTS AND ITS REGIONAL OFFICE STAFF  
MORE DECISION MAKING POWERS ON PROJECT DECISIONS AND IN  
BACKGROUND AND SECTOR STUDIES. THIS WOULD NOT REQUIRE  
NEW STAFF OR BIGGER BUDGETS JUST A DECISION FOR  
PROJECT DECISIONS TO BE MADE BY EXISTING STAFF IN  
COUNTRIES AND IN THE REGIONAL OFFICES RATHER THAN  
HAVING ALL DECISIONS MADE IN PARIS.

I BEG YOUR INDULGENCE FOR SPEAKING AT SUCH LENGTH. HOW-  
EVER, THIS IS A MAJOR TOPIC AND I WANTED TO SHARE  
WITH YOU SOME OF MY VIEWS AND FINDINGS BASED ON MY RE-  
PEATED VISITS TO UNESCO FIELD ACTIVITIES. UNQUOTE.

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## Message Attributes

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**Original Handling Restrictions:** n/a  
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**Reference:** 77 PARIS 12523  
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**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
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